Civil Service Commission

1983/1984 Annual Report

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ONTARIO

CIVIL SERVICE COMMISSION 1983/84

ANNUAL REPORT

June 1984

Ontario

Office of the
Chairman

The Management
Board of
Cabinet

Frost Building
Queen's Park
Toronto Ontario
416/965-5795

March 31, 1984

His Honour,
The Lieutenant Governor of
the Province of Ontario

May it please your Honour:

The undersigned respectfully presents the Annual Report of the Civil Service Commission of Ontario for the period ended March 31, 1984.

George R. McCague

George R. McCague
Chairman
Management Board of Cabinet

Ontario

Office of the Chairman

Civil Service Commission

Frost Building South
Queen's Park
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March 31, 1984

The Honourable George R. McCague
Chairman
Management Board of Cabinet

Dear Mr. Minister:

I am pleased to forward to you, for your consideration, the Annual Report of the Civil Service Commission for the Fiscal Year ended March 31, 1984.

Ethel M. McLellan
Chairman
Civil Service Commission

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DIRECTORY

Minister to whom the Commission reports	The Honourable George R. McCague Chairman The Management Board of Cabinet

Civil Service Commission

Chairman and Deputy Minister of the Civil Service Commission Staff	Mrs. E. M. McLellan (from January 1, 1984) Mr. G. H. Waldrum (until January 1, 1984)
Commissioners	Mrs. E. M. McLellan Deputy Provincial Secretary for Social Development (until January 1, 1984) Professor D. Sinclair University of Toronto (until November 30, 1983) T. E. Armstrong, Esq., Q.C. Deputy Minister of Labour Mr. R. D. Carman Secretary, Management Board of Cabinet Mr. H. F. Gilbert Deputy Minister of Transportation & Communications Miss L. K. Shaddy Manager, External Affairs Public Affairs Department Toronto Dominion Bank Mr. R. M. McDonald Deputy Minister of Community and Social Services (from January 19, 1984) Mr. G. R. Thompson Deputy Minister of Government Services (from January 19, 1984)
Secretary	Mrs. C. Bedborough (from March 1, 1984) Mr. R. A. Whitelaw (until March 1, 1984)

Civil Service Commission Executive Staff

Executive Director Compensation Division	Mr. J. A. Jackson (until February 13, 1984)
Executive Director Staff Relations Division	Mr. J. R. Scott
Director Pay Policy Branch	Mr. K. W. Skelton
Director Classification Branch	Mr. H. D. Burt
Director Benefits Policy Branch	Miss E. Aboud
Director Recruitment Branch	Mr. W. E. Rooke (from January 16, 1984)
	Mr. L. M. Tobias (until January 16, 1984)
Director Staff Development Branch	Mr. T. A. Dawes
Executive Secretary Senior Appointments and Compensation	Mr. J. B. Hansen
Director Personnel Audit Branch	Mr. P. G. Schwindt
Director Administrative Services	Mrs. N. Hoult

Chairman Public Service Grievance Board	Professor C. G. Simmons
Chairman Classification Rating Committee	Professor C. G. Simmons

INTRODUCTION

The Civil Service Commission is responsible to the Chairman, Management Board of Cabinet, for the administration of the Public Service Act and its Regulations. The Chairman of the Civil Service Commission acts as advisor to the Chairman of the Management Board of Cabinet on all personnel matters. As well, the Chairman of the Civil Service Commission acts as the deputy minister of the Commission staff, which consists of the professional, administrative and clerical staff required to carry out the duties and responsibilities of the Commission.

The 1983/84 fiscal year resulted in a number of changes in the composition of the Commission. On January 1st, 1984, Ethel McLellan was appointed Chairman of the Civil Service Commission. Her previous position was Deputy Provincial Secretary for Social Development, and, for the past ten years, she has served as a Civil Service Commissioner. Ethel McLellan replaced George Waldrum, who was appointed Deputy Minister of Human Resources Planning in the Management Board of Cabinet.

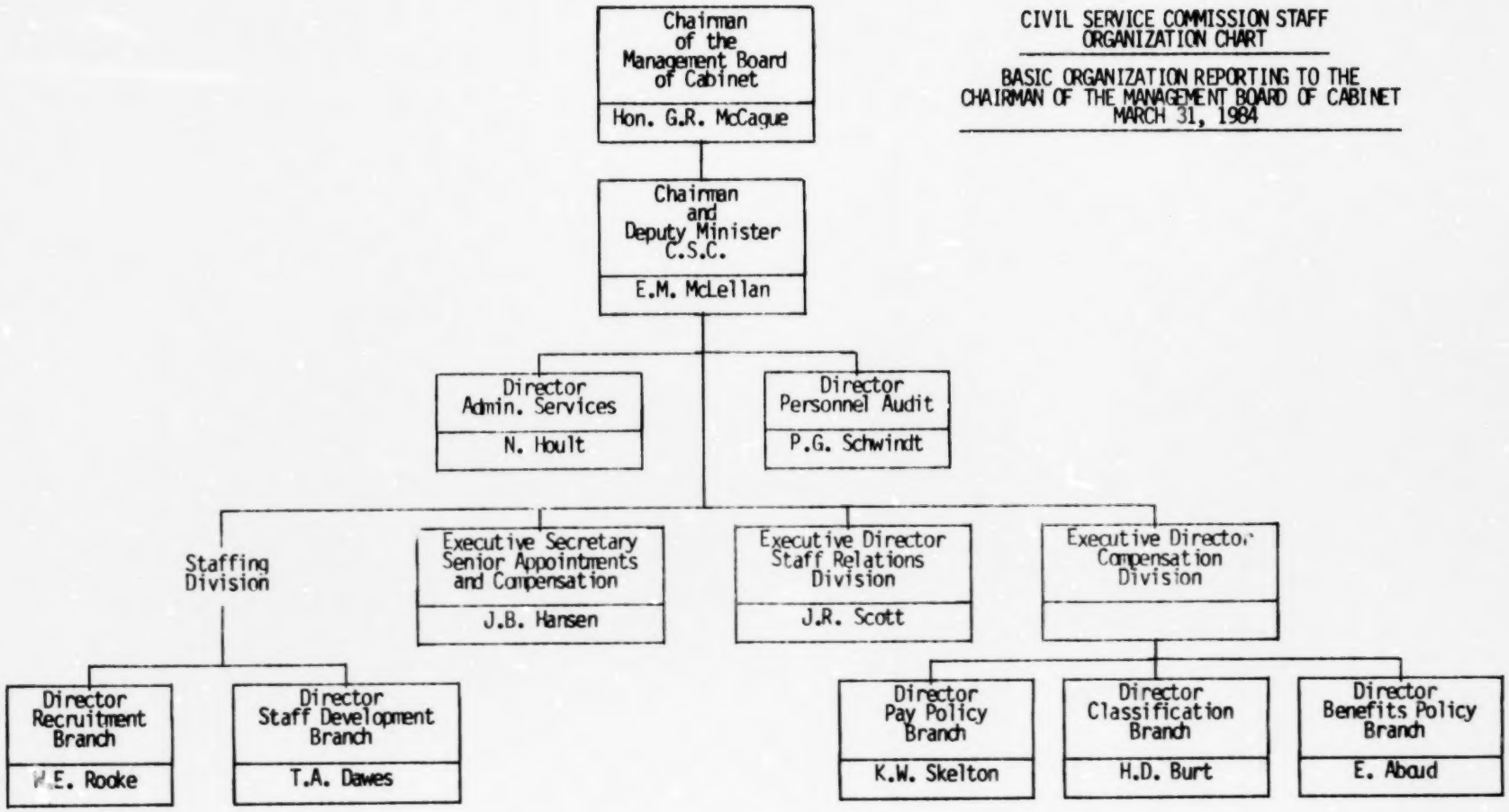
On January 19th, 1984, two new Commissioners were appointed by the government. They are Glenn Thompson, Deputy Minister of Government Services, and Bob McDonald, Deputy Minister of Community and Social Services. Both new members bring to the Commission considerable expertise in the areas of personnel policy and manpower planning.

In November, 1983, Commissioner Don Sinclair retired from the service. At the time of his retirement, Professor Sinclair was with the University of Toronto. He was a former deputy minister with the Ontario Government, and had spent nine years as a Civil Service Commissioner.

The following report covers the activities of the Civil Service Commission and its staff during the period April 1, 1983 to March 31, 1984, and covers items of sufficient importance and significance which warrant the attention of members of the Legislature and the general public.

CIVIL SERVICE COMMISSION STAFF
ORGANIZATION CHART

BASIC ORGANIZATION REPORTING TO THE
CHAIRMAN OF THE MANAGEMENT BOARD OF CABINET
MARCH 31, 1984



COMPENSATION DIVISION

The Compensation Division is responsible for the application and administration of the government's compensation policy for approximately 68,000 employees. The compensation policy of the government is to provide salaries, benefits and other terms of employment which will attract and retain competent employees to carry out the programs of the government. The Compensation Division includes three branches: Pay Policy Branch, Classification Branch, Benefits Policy Branch, as well as the Special Compensation and Training Section.

PAY POLICY BRANCH

The overall responsibility of the Pay Policy Branch is the development and publication of all pay structures, systems, and policies used by the Ontario Public Service.

To this end, the branch reviews annually the salary ranges of classes excluded from the bargaining unit and recommends, through the Management Board of Cabinet, salary revisions which allow the provincial government to continue to attract and retain the qualified staff it needs to run its programs. The branch also assists the Staff Relations Division in setting bargaining objectives for salary negotiations with the Ontario Public Service Employees' Union and provides advice as requested by the division in negotiations on working conditions.

The branch develops the regulations, policies, and procedures required in administering pay transactions, special compensation systems, and premium pay to ensure equitable and consistent treatment for provincial government employees. It also provides interpretation and advice on the application of pay policies to personnel practitioners in ministries.

PAY POLICY HIGHLIGHTS

The Inflation Restraint Act governed the 1983/84 cyclical salary review program. This legislation provided that increases in total compensation to a compensation plan covering non-unionized employees could be up to, but not exceed, 5%. Classes which had the same expiry date with employees covered by the same conditions of employment and benefits were generally considered to form a compensation plan.

In order to implement changes in conditions of employment and benefits similar to those awarded bargaining unit employees prior to the announcement of the restraint legislation, it was necessary to do detailed costing of each change. The cost of these changes was then deducted from the 5% limit and salary ranges were revised by the remaining amount. In addition, it was necessary to establish a new Excluded Category to cover employees whose positions were previously classified in Bargaining Unit classes for salary purposes but who were covered by the management benefits package.

Salary Revisions for the management and excluded categories were then processed as follows:

Compensation Plan	Increase	Employees	Cost
Law Enforcement Management	4.89%	150	$ 328,870
Excluded Category	4.17%	839	$ 670,536
*Management Compensation Plan and (April 1st) Excluded Classes	4.53%	12,305	$19,236,313

CLASSIFICATION BRANCH

The Classification Branch has an overall responsibility for classification for all non-executive positions in the OPS. This involves the development and maintenance of classification and position administration systems as well as responsibility for classifying key jobs; these programs are intended to ensure that a cost effective and equitable classification system is available for service-wide use.

In operational terms, this results in emphasis by the branch on:

- development and maintenance of policies and procedures governing service-wide application and administration of the classification system;

- development and maintenance of classification standards. These are evaluation standards designed to permit determination of the relative worth of positions within defined job families;

- development of review mechanisms and measures designed to inform senior management in government about:

  - the degree of service-wide conformity to published policy;

  - the effects of service-wide administrative decisions with respect to classification on costs and cost trends;

- classification of designated positions, including key positions within the Management Compensation Plan. This limited control is designed to facilitate maintenance of service-wide consistency in classification decision-making;

- preparation of policy/position papers on current issues and problems.

While the Civil Service Commission has delegated most classification decision-making authority to line ministries, on-going monitoring of ministry trends is designed to test the acceptability of ministry decision-making. For example, during 1983/84, the branch assigned to classification specialists the task of reviewing a statistically selected sample of ministry decisions. This review produced only a 1.0% variance; given the judgemental nature of the classification process, this degree of consistency is particularly noteworthy.

CLASSIFICATION HIGHLIGHTS

- A computerized monitoring program provides the Commission and ministries with reliable information on position administration and classification, thereby assisting ministries in meeting their delegated classification requirements. The information enables ministries and the Commission to set priorities and gauge their response to position administration and classification trends that they perceive to be undesirable.

  The Commission had five systems in place and reported regularly to ministries and formally in an annual report on:

  - Age of Position Specifications
  - Extent of Retroactive Classification
  - Document Processing Reliability
  - Changes in Classification Levels
  - Status of Required Authority Documents

  Plans are to continue to expand the monitoring program into other areas relevant to ministries and the Commission.

- A separate classification review program provides a statistically reliable test of the quality of ministry classification decisions. The program is service-wide in scope and also includes selected ministries and occupational groups. Results indicate a minimal and thoroughly acceptable level of variance throughout.

- Again this fiscal year, the information provided by the branch's computerized monitoring systems and the classification review program indicates that delegated classification and position administration is being carried out by ministries in a responsible manner.

- A program to maintain the recently developed Management Compensation Plan on a current basis was initiated. The components of the program and priorities set were the result of a service-wide review.

- Major bargaining unit reviews continued and internal technical work on the standards of many has been completed, e.g. the Office Administration Group, the Direct Care Group.

- Preliminary studies of some 90 classifications covering approximately 2,500 staff in engineering support and related functions were completed and a joint C.S.C.-Ministry project to develop a classification plan for this group is underway. This is the first of a series of projects intended to address standards in the technical area.

BENEFITS POLICY BRANCH

This branch has two distinct areas of responsibility:

- development of policy on benefits for public servants; and
- co-ordination of public sector pension plan issues for the Management Board.

Within the framework of financial constraints and collective bargaining, the branch is responsible for policies and programs relating to benefits for public servants which include: vacations, holidays, sick leave, severance pay, life and disability insurance, hospital, health and dental insurance and pensions.

The branch also co-ordinates issues relating to employee pension plans in the Ontario public sector for Management Board. It is responsible for: early identification of problems, a consistent approach to problem resolution, and the development of more effective cost control procedures.

The branch's responsibilities include the Joint Insurance Benefits Review Committees, a brief overview of which is given below.

Joint Insurance Benefits Review Committee

A joint Committee with representatives from management and the Ontario Public Service Employees Union (OPSEU) was established in 1974 in order to facilitate communications between the government and the bargaining agents on matters related to insured benefits. Life Insurance, Long Term Income Protection, Supplementary Health and Hospital Insurance, Dental Insurance and any other negotiated benefits included in the group insurance plans are areas subject to the scrutiny of the Committee.

Similar Committees were established for Management and Excluded employees and later for the bargaining group of the Ontario Provincial Police in 1979.

Committee activities have included development of specifications for the public tendering of group insurance plans for both OPSEU and the OPP bargaining units, analysis of the tenders submitted and joint recommendations to the Government on the selection of insurance carriers to underwrite the plans. The Committees review detailed semi-annual financial reports provided by the carriers and recommend or approve disposition of surplus monies belonging to employees, and verify the need for change in premiums based on experience in each plan.

The main activity of these Committees has been to review contentious claims. The Committees investigate formal complaints sent in by employees who feel they have been denied benefits to which they are entitled, when such claims problems have not been resolved through existing administrative procedures. In the 1982/83 agreements the Committees' role was enlarged to deal with grievances arising out of such complaints. As a result, Benefits Policy Branch is required to make a formal determination and advise the employee of the committee's decision. Where the decision does not resolve the complaint the employee has the right to continue with the grievance.

The Joint Committee with OPSEU met 9 times in 1982 to consider 146 complaints and 8 times in 1983 to consider 174 complaints. In between meetings approximately 50 cases per year are resolved in informal communication between OPSEU and the branch. Of the complaints reviewed by the Committee in the two year period, only six were not resolved to the satisfaction of the employee and were filed as on-going grievances.

SPECIAL COMPENSATION AND TRAINING SECTION

The section combines two separate areas of responsibility for special compensation, and training and communications.

Special compensation provides advice and consultation on the utilization and application of current and emergent technologies in the field of compensation; an advisory service on compensation issues which have cross-divisional/service implications or are required by specialized groups both within and outside the government; response to Management Board on ministry, agency, board and commission submissions which have compensation implications.

Training and communications provides an ongoing compensation training program for personnel administrators as well as offering training packages for line managers. Special workshops are also provided as a means of communicating the compensation systems to all employees of the Ontario Public Service.

COMPENSATION TRAINING FOR PERSONNEL ADMINISTRATORS

The compensation training program consists of three modules:

Module I - Bargaining Unit Classification
Module II - Management Compensation Plan
Module III - Classification Grievance Course

Due to the overwhelming response to the compensation training program, all courses were offered twice this fiscal year with a total of 156 participants.

COMPENSATION TRAINING FOR LINE MANAGERS

Three training packages for line managers have been developed and delegated to line ministries:

Classification Grievance Workshop
Job Description Writing Workshop - Bargaining Unit
Job Description Writing Workshop - Management Compensation Plan

The third and final module of the corporate compensation training program 'Job Description Writing for Line Managers - Management Compensation Plan' was marketed. This one-day workshop was designed to prepare line managers to write position descriptions for Management Compensation Plan jobs in their organization. Pilot workshops for managers and 'Train the Trainer' sessions for personnel administrators were offered in the summer and early fall of 1983.

STATISTICS - JOB DESCRIPTIONS FOR LINE MANAGERS - MCP

Number of Ministries Participating in Workshops	- 19
Number of Pilot Workshops	- 5
Number of Participants	- 78
Number of Train the Trainer Sessions	- 6
Number of Participants	- 79

STAFF RELATIONS DIVISION

The Staff Relations Division is responsible for the development and maintenance of policies governing relations between the employer and bargaining agents representing employees in the Ontario Public Service. On behalf of Management Board of Cabinet, the division negotiates agreements covering terms and conditions of employment and represents the Board with respect to employee relations issues arising during the term of these agreements. It provides advice, guidance and direct assistance as required to ministry management in the processing of grievances and the handling of ministry employee relations matters. It acts in an advisory capacity to agencies, boards and commissions covered by the Crown Employees Collective Bargaining Act with respect to their collective bargaining and labour relations activities. The division also co-ordinates employer appearances before the Ontario Public Service Labour Relations Tribunal, the Ontario Crown Employees Grievance Settlement Board, the Public Service Grievance Board, and the Classification Rating Committee. Under the Ontario Public Service Act the division negotiates collective agreements covering wages, working conditions and employee benefits for non-commissioned ranks of the Ontario Provincial Police. The division is also responsible for the collection, analysis and maintenance of data on external rates of pay, conditions of employment and related matters required in support of collective bargaining and pay determination activities.

The division, with a complement of sixteen staff, consists of two sections - Staff Relations and Pay Research.

Activities during the year included:

- Negotiations for renewal of collective agreements which expired December 31, 1983 with respect to wages and wage related matters for all bargaining unit categories:

  Administrative Services Category
  Clerical Services Category
  Correctional Services Category
  General Operational Services Category
  Institutional Care Services Category
  Maintenance Services Category
  Office Services Category
  Scientific & Professional Services Category
  Technical Services Category
  Law Enforcement (Ontario Police College)

  Negotiations for renewal of the collective agreement with respect to Working Conditions and Employee Benefits, covering 52,000 public servants, which expired on December 31, 1983, are continuing.

- The negotiation of the collective agreement for 1984 with the Ontario Provincial Police Association.

- All negotiations for 1984 are being conducted within the context of the Public Sector Prices and Compensation Review Act, 1983.

- The continuing review of new and revised positions with respect to exclusion from and inclusion in the bargaining unit in accordance with the criteria outlined in the Crown Employees Collective Bargaining Act.

- The co-ordination of grievance hearings before the Grievance Settlement Board and the expediting of grievance cases prior to formal board hearings.

- The provision of advice to other divisions and branches in the Civil Service Commission and the Management Board Secretariat with respect to employee relations implications of new and/or revised personnel policies and procedures.

- The training and instruction of line managers and personnel practitioners in labour relations matters at conferences, seminars, and workshops.

- The provision of advice and guidance to ministries, agencies, boards and commissions on the interpretation and administration of collective agreements, the negotiation of agreements, and the application of labour relations legislation.

- The carrying out of market surveys and studies to obtain data on occupational rates of pay and related compensation policies and practices.

- The preparation of reports on comparative market data and other information required for scheduled negotiations and compensation reviews and the provision of support services during the subsequent negotiations.

- The exchange of compensation information with other public and private sector employers in the province, the federal government and the other provincial governments.

- The preparation and dissemination of statistics and other information on O.P.S. compensation and collective bargaining activities.

SENIOR APPOINTMENTS AND COMPENSATION

The Office of Senior Appointments and Compensation is responsible for the recruitment, placement and development of executive staff in the Ontario Public Service.

The senior management planning inventory maintained by the Office contains information on the background, academic record, work experience, skills, career aspirations and potential for advancement of each executive and of approximately 1,200 managers who, in the opinion of their deputy ministers, have the potential to assume executive responsibilities.

Secretariat services are provided for the Senior Appointments Advisory Committee which is responsible for advising the Chairman of the Civil Service Commission on all matters relating to executive staff in the Ontario Public Service.

Executive Manpower Management

On the recommendation of the Senior Appointments Advisory Committee (SAAC) a review of the policies and practices relating to executive manpower planning and development was initiated. Three committees, each chaired by a member of SAAC, with representation drawn from the senior levels of government management, were established to examine the areas of executive education, the inventory and assessment processes, and the executive staffing process. The committees' reports are expected by mid 1984.

Executive Education

Three new in-house executive education programs were instituted during the year. The Program Executive Seminar has been discontinued and replaced with the Corporate Orientation Program, a series of six one-day courses designed to provide newly appointed executives and potential executives with a clear understanding and working knowledge of the corporate structures, policies and processes of the Ontario Government, and the Corporate Issues Seminar, a five-day residential program that provides for the open critical discussion of

corporate management issues affecting government executives. The Conference on Common Goals for Elected Officials and Civil Servants, which was referred to in last year's Report, and which is aimed at improving the working relationships between senior civil servants and the Ministers they serve, was successfully introduced.

In recognition of a grant from BILD, the University of Toronto has provided the Ontario Government with ten tuition-free places on its new Executive MBA program, for use in the development of government executives. Eligible executives and potential executives must be nominated by their deputy minister and meet stringent requirements before support is granted. Three people were registered in the program for the 1983-84 year.

Executive Staffing

During the 1983/84 fiscal year, 103 appointments were made into and within the executive module; 57 of these were new appointments to the executive group.

RECRUITMENT BRANCH

The branch goal is to develop, maintain and provide corporate recruitment, selection, and placement policies, programs and services for ministries and designated agencies of the Ontario Government to facilitate the employment of staff in order to meet program objectives.

To achieve this goal, the branch is organized into three sections:

a) The Policy Section develops and monitors the application of staffing policies. Advice, interpretations and assistance are provided to ministries which conduct their own recruitment and selection activities under delegated authority. The section also co-ordinates the placement of surplus staff. Monitoring of staffing activites in ministries provides information for decision-making at the ministry and corporate levels. Special policy-related projects are undertaken to improve and streamline the staffing process and to resolve associated problems.

b) The Staffing Training Section provides technical and skill-building instruction to personnel administrators and program managers in the staffing process and its application. Training workshops, designed to meet their unique requirements, are provided for ministry staff.

c) The Staffing Section provides direct staffing services to ministries and to the public. The section operates the government's cost recoverable temporary help service. This assists ministries during periods of short-term workload growth, temporary absence of staff, or temporary or experimental programs. The section also provides a recruitment information service for the public seeking permanent employment in the Ontario Public Service and serves as a focal point for general information on Employment Services available throughout various ministries in the public service. It also assists ministries in filling permanent entry-level vacancies by maintaining an inventory of competent and job-ready candidates. A special program of assistance in placing handicapped persons is administered.

The section provides testing services for clerical, typing and stenographic skills, in both French and English.

Special assistance is provided to Metropolitan Toronto high school business education students to obtain work experience in various ministries; this familiarizes the students with employment in a business environment. In addition, staffing officers represent the Ontario Public Service at the various Career Opportunities presentations sponsored by high schools throughout the province.

ACTIVITY HIGHLIGHTS OF 1983/84

Policy Section

Placement of Surplus Employees continued to demand large commitments of staff resources. Difficulty in finding alternative employment for employees in regional areas resulted in only 70% of those declared surplus finding alternative employment in the O.P.S. During the year, substantial resources were expended in developing a strategy dealing with Work Force Adjustment.

The Policy Section was also involved in a study of the make-up and usage of unclassified staff.

TRAINING SECTION

Several new seminars were undertaken in response to proposals from the Staffing Community.

The initial seminar provided a resource of information on the employment of disabled candidates to familiarize ministry personnel with the conditions which limit employment opportunities for disabled persons including hiring practices, attitudes, architectural barriers and lack of technical aids. The second workshop focused on the use of assessment centre technology for career development and selection purposes. Planning was completed for a future oriented staffing symposium.

A major undertaking was a research study on the types of job search training available to surplus employees.

STAFFING SECTION

The section organized and administered a major corporate recruitment project for a number of systems and data processing vacancies within the Ontario Public Service. Over 5,000 applications were processed for 144 vacancies.

A total of 205 ministry placements of disabled persons were co-ordinated through the Recruitment Branch. In addition, 91 disabled persons participated in temporary work programs in ministries for periods varying from 4 to 12 weeks to assess and prepare them for regular employment. By the end of March, 1984, 35 of the participants in the temporary work program had already found gainful employment. 19 were seeking employment, 13 were unemployable and the remainder were undergoing further rehabilitation.

During the fiscal year, several tours of government offices were arranged for business education students and teachers to supplement classroom training with a broad overview of current office operations.

To assist in the placement of surplus staff into office support occupations, refresher courses to improve typing skills were provided for employees who had been declared surplus. All candidates who completed the courses were subsequently hired into positions in the Ontario Public Service.

Facilities for practice typing and dicta-typing were made available to members of the public to assist them in meeting the skill standards for entry into the Ontario Public Service or the private sector.

Under the government-wide program to restrict external recruitment, the Staffing Section considered 281 requests from ministries for exemptions to these restrictions and in 61% of the requests, recommended alternatives to advertising in the public media.

STAFF DEVELOPMENT BRANCH

The branch provides corporate human resources planning and development policies, services and other initiatives which will enable Ontario Public Servants to improve the effectiveness of their service to the public.

(i) PLANNING AND NEW PROGRAMS

The Planning and New Programs section is the focal point for the provision of improved approaches to work force planning and management. Projects, programs and policies are developed to improve service-wide work force planning and to enhance organization performance, employee job satisfaction and employee-manager relations.

(a) Work Force Planning

In addition to providing considerable input to the Commission's response to Program Review, Planning and New Programs was actively involved in the occupational analysis process and the development and utilization of specific applications.

A total of four systems occupations have now been analyzed in co-operation with Systems Council. As with the internal audit occupational analysis, these analyses will be used to determine training needs and develop training programs.

A training needs analysis process and supporting instruments were developed and distributed to all internal audit branches. A similar process is being prepared for middle management. The occupational analysis of middle management was completed in the fall of '83 and is now before several ministries which are planning for testing of various pilot applications.

As the occupational analysis process is time consuming, it is currently under review. End user application test results will determine whether or not the process and the product can be streamlined.

The unit also developed a career path questionnaire for internal audit. The results have been presented to the Audit Training Steering Committee.

Continued development of occupational group scanning methods took place dealing with such matters as potential retirements, turnover and career progression. Seven occupational groups were scanned from the period 1975-1983, and included the Personnel Administration, Financial Administration, Systems Services, Communications, Purchasing and Supply, Economics and Statistics, and Program Analysis groups. The reports were distributed to deputy ministers, personnel directors and other interested parties throughout the service. Work is continuing on the feasibility of computerizing the scanning process.

A key area of concentration during the year was the development of an effective and visible corporate work force planning strategy.

(b) Performance Appraisal

Having developed the corporate performance appraisal policy in consultation with ministries and having reviewed its implementation progress, Planning and New Programs continued to provide consultative assistance to ministries in the development and enhancement of performance management practices.

(c) Quality of Working Life

Since the joint signing with OPSEU of the Statement of Purpose and Shelter Agreement in 1981, QWL information and exploration sessions have been given by Commission staff, by the Union, and jointly with the Ontario Quality of Working Life Centre. Several potential sites have been explored of which one, the Oakridge Unit at the Mental Health Centre, Penetanguishene, has been official for the last two years. The Ministry of Consumer and Commercial Relations' Revenue Office has implemented a QWL approach to work redesign.

(d) Summary of Staff Development in the Ontario Public Service (1980/81 and 1981/82)

This is the second year that Planning and New Programs and the Women Crown Employees Office have jointly developed and distributed this comprehensive survey of staff development activity within the O.P.S. In this edition, the tables took on a new format due to computerization. This change is intended to facilitate data analysis and to improve timeliness in future years. The Summary was distributed to all deputy ministers and personnel directors in June, 1983.

(e) Consultation

During the year, the unit continued to provide consultation and assistance on policy interpretation and application to ministries, agencies, other provinces, and the private sector regarding performance appraisal, staff development policies, work force planning, quality of working life, employee orientation, and other human resource management initiatives.

(ii) STAFF DEVELOPMENT SERVICES

Staff Development Services Section continued to modify course offerings this past year. The modifications were based in part on an evaluative survey conducted with past course participants and their managers from all ministries as well as on a continuous basis from informal participant feedback and more formal written course evaluations. To ensure that these modifications were made as quickly as possible, this year two calendars were published, each one covering a six-month period.

Significant changes continue to be initiated to control costs and to ensure that courses are offered in the minimum effective timeframes. Internal staff development consultants have been used increasingly by ministries to present courses within work groups as a way of reducing costs. More courses have been offered regionally and this initiative will continue.

The centrally-funded Corporate Management Development Program for senior managers and executives was offered again this year. Staff Development Services co-ordinated this program on behalf of the Office of Senior Appointments and Compensation. The twelve courses run were oversubscribed and two were repeated. The courses offered included:

- Executive Program on Interpersonal Skills
- Improving Work Performance
- Management in a Climate of Restraint
- Practical Applications of Organizational Development
- Briefing on Computer/Communications Technology
- Policy Analysis for Senior Managers
- Participative Management
- Negotiating Skills Workshop
- Improving Productivity
- The Selection Process
- Strategic Planning in a Government Environment
- Program Evaluation for Senior Managers

Organizational consulting continues to be an important service of the section. This involves section staff working with ministry managers to improve the effectiveness of work units through such processes as group problem solving, team building, management coaching, and goal setting. This involved 140 days in 1983/84.

Courses presented	210		
Course Days	650		
Participants	4200	Male 2000	Female 2200
Participant Days	12800		
Consulting Days	130		

TRAINING AND DEVELOPMENT CALENDAR

COURSES PRESENTED IN 1983/84

Management/Supervisory Skills

- The Positive Power and Influence Program
- Performance Appraisal Workshop
- Preparing for Management and Supervision
- Management I: The Basic Fundamentals of Supervision
- Management II: Tools and Administrative Process
- Management III: Behavioural and Human Resource Process
- Program Evaluation Workshop for Managers
- Situational Leadership
- Effective Negotiation Skills
- Performance Improvement
- Time Management
- Managing Conflict
- Problem-Solving and Decision-Making (Kepner-Tregoe)
- Creative Problem Solving Workshop
- Conducting Effective Meetings and Working with Groups
- Consulting Skills Workshop
- Project/Task Force Management
- Government Planning and Control Processes
- Financial Management for Non-Financial Managers
- Coaching and Counselling Skills for Managers

Interpersonal Communications

- Assertiveness Training
- Developing Listening Skills
- Assessing Interpersonal Impact
- Building Effective Work Relationships
- Advanced Workshop in Interpersonal Skills

Effective Business Communications

- Essentials of Writing
- Report Writing
- Presentation Skills Workshop
- Dealing with the Public

Personal Development

- Pre-Retirement Planning
- Career/Life Planning
- Performance Management
- Managing Stress
- Practical Stress Management
- Job Search Skills

Support Staff

- Basic Administrative Skills
- Advanced Administrative Skills
- Preparing Yourself for Office Automation
- Word Processing Equipment Operators
- Making the Most of Your Job
- Managing Stress for Support Staff

Financial and Administrative Skills

- Introduction to E.D.P. Systems for Auditors
- Auditing Advanced E.D.P. Systems
- Construction/Contract Administration
- Fundamentals of Government Accounting I
- Fundamentals of Government Accounting II

Computer Technology

- Introduction to Computer Technology for Managers
- Working with Computerization

(iii) CORPORATE COUNSELLING SERVICES

(a) Career Counselling

The Career Counselling Program, begun in July 1976, is available to employees who wish help in planning their career paths with the Ontario Civil Service. Counselling is done in confidence and on a one-to-one basis. While the majority of the counselling sessions take place in Toronto, a considerable number also occur in the various regions of the Province. In 1983, over 500 counselling sessions were held in Kingston, London, Windsor, Thunder Bay, Sudbury, Ottawa, and Toronto. Talks on planning a career path were also given to groups of employees or at seminars on request.

(b) Employee Assistance Program

In December 1981, the Civil Service Commission, in conjunction with various ministries and the Ontario Public Service Employees' Union, set up a joint management/union Employee Assistance Program. In 1982, Kingston, Coburg, Toronto, Guelph, and Thunder Bay locations were identified as sites for developing the program which includes testing and training at each site. Community social services agencies are used at each location to provide assistance to troubled employees. In 1983, the Addiction Research Foundation of Ontario again contributed the services of a professional consultant to aid in the establishment, training, and evaluation of the programs.

(iv) FRENCH LANGUAGE SERVICES

French Language Services' main activity is the provision of language training to public servants. It also liaises with ministries on matters of policy related to the provision of services in French. It co-ordinates Ontario/Quebec exchanges of students and civil servants.

The language training program consists of some 250 weekly classes for more than 500 Toronto students. Classes are also held in Belleville, Brampton, Goderich, Kingston, London, North Bay, Ottawa, Sault Ste Marie, Sudbury, Thunder Bay and Windsor for another 150 students.

The training involves private tutoring for executives and elected officials, specialized ministry groups and general classes.

The summer of 1983 saw another 200 university students travel to Quebec or Ontario to participate in a thirteen-week cultural/employment exchange. This highly popular program enables the student to become acquainted with the culture of the host province, to improve the student's second language skill, and to benefit from a worthwhile employment experience.

Four secretaries from each province will exchange jobs for three months with the first exchange starting in January 1984. Three further exchanges will take place this year to enhance employees' opportunities and improve their second language skill.

ADMINISTRATIVE SERVICES BRANCH

This branch is responsible for a number of functions in support of the internal operations of the Commission. These include the traditional support functions such as personnel, financial control, and data processing. In addition, the branch is also responsible for maintaining and distributing those volumes of the government's Manual of Administration devoted to corporate personnel policies and procedures. The branch also provides secretariat support for all meetings of the Civil Service Commission and the management committees of the staff of the Civil Service Commission.

The Administrative Services Branch also has the mandate to provide certain corporate services to the Ontario Government, specifically in relation to Communications and Publicity, Employee Charity Trust, and Chaplaincy Services, described in the following sections.

Communications and Publicity

Communications and Publicity services involve the production and distribution of topical, a newspaper designed to inform employees about government policies, programs and people. This tabloid appears twice a month. Four times a year, special issues of topical are published that are dedicated to material of particular interest to pensioners. These services also involve the production and distribution of job mart, a tabloid solely concerned with the advertising of job opportunities in the Ontario Public Service. This tabloid appears weekly: on the weeks that topical is published it forms part of this tabloid.

Employee Charity Trust

The Employee Charity Trust services include the co-ordination of the government employees' charity campaign and the receipt and disbursement of funds collected through these campaigns. During 1983/84, $1,369,256 was collected through 30 local campaigns for the United Way agencies and $286,124 was raised in support of Cancer/Heart/Diabetes charities. In addition, a number of Blood Donor Clinics for government employees are held on a regular basis in the Toronto area.

Chaplaincy Services

Chaplaincy Services provides overall co-ordination of the activites of the chaplains employed by the Ministries of Community and Social Services, Correctional Services, and Health. In addition to pastoral care provided to the residents of the government's institutions, the chaplains also provide advice and assistance to local clergy in helping former residents to be absorbed into the spiritual life of their communities. The co-ordination of these pastoral activites is undertaken in co-operation with the Ontario Provincial Inter-Faith Committee on Chaplaincy. This Committee is composed of delegates from thirteen different faith groups. Representatives of the three ministries employing chaplains and the Inter-Faith Committee meet at regular intervals in joint session to define the policies under which the ministries will provide pastoral care to their clients.

PERSONNEL AUDIT BRANCH

The Personnel Audit Branch is an internal audit group reporting to the Chairman of the Civil Service Commission. It evaluates the application of corporate personnel policies, guidelines, and procedures on a service-wide basis; identifies potential for improvement in the personnel systems examined; and recommends corrective/constructive actions to ministries and/or the Civil Service Commission.

TOTAL STAFF STRENGTH* - ONTARIO PUBLIC SERVICE

		CLASSIFIED	UNCLASSIFIED	CROWN	TOTAL
1982	March	66,966	13,509	1,351	81,826
	April	67,093	12,989	1,343	81,425
	May	67,179	19,461	1,342	87,982
	June	67,324	23,589	1,341	92,254
	July	67,457	28,148	1,346	96,951
	August	67,474	26,651	1,352	95,477
	September	67,642	17,308	1,327	86,277
	October	67,719	13,798	1,342	82,859
	November	67,760	13,352	1,365	82,477
	December	67,516	12,837	1,366	81,719
1983	January	67,394	12,601	1,378	81,373
	February	67,258	12,895	1,380	81,533
	March	67,201	12,644	1,551	81,396
	April	67,139	13,462	1,558	82,159
	May	67,076	19,764	1,560	88,400
	June	67,014	22,700	1,566	91,280
	July	66,803	26,638	1,575	95,016
	August	66,725	25,689	1,567	93,981
	September	66,609	15,432	1,504	83,545
	October	66,508	13,950	1,476	81,934
	November	66,412	13,292	1,506	81,210
	December	66,192	12,763	1,495	80,450
1984	January	65,683	13,014	1,492	80,189
	February	65,624	13,236	1,482	80,342
	March	65,668	13,238	1,489	80,395

* Includes OPP and Security Guard and Environment Plant Operator classified staff and Environment Plant Operator unclassified staff.
* Excludes Lieutenant Governor, Provincial Auditor, Ombudsman, Legislative Assembly, and BILD Job Creation Unclassified Staff.

NOTE: Employees who are receiving Long Term Income Protection are not counted in the above statistics but are reflected in the statistical tables at the back of this report.

NOTES ON STATISTICAL TABLES

1. The figures in the following tables include all civil servants recorded on the "Integrated Payroll, Personnel, Employee Benefits System". This system is the only ready source of the data on which the information the Commission requires is based. However, as with any computerized system, this data is subject to errors in coding and delays in input; the tables should therefore be read for their general statistical value, not as perfectly accurate "counts".

2. The reader should also be aware that the figures include civil servants on the Long Term Insurance Plan, but, as noted, such civil servants are not included in the Total Staff Strength, Ontario Public Service table on the previous page.

3. The Civil Service Enrolment By Geographic Location is based on the work location of the employee in the Regional Municipalities, counties and districts as defined in the Municipal Directory published by the Ontario Ministry of Municipal Affairs and Housing.

CIVIL SERVICE ENROLMENT

	Mar. 31, 1982	Mar. 31, 1983	Mar. 31, 1984
Agriculture & Food	1,517	1,500	1,498
Attorney General	3,123	3,234	3,202
Cabinet Office	29	30	31
Citizenship & Culture	822	575*	534*
Colleges & Universities	581	562	506
Community & Social Services	10,281	10,440	10,061
Consumer & Commercial Relations	1,750	1,740	1,731
Correctional Services	4,867	4,938	4,993
Education	1,538	1,488	1,459
Energy	157	183	175
Environment	2,050	2,110	2,070
Government Services	2,853	2,841	2,811
Health	11,082	10,941	10,806
Industry & Trade	481	397*	415*
Intergovernmental Affairs	50	62	68
Justice Policy Secretariat	13	15	14
Labour	1,414	1,453	1,441
Lieutenant Governor's Office	2	4	4
Management Board of Cabinet	244	254	254
Municipal Affairs & Housing	1,198	1,195	1,141
Natural Resources	4,348	4,232*	3,997
Niagara Escarpment Commission	2	2	3
Northern Affairs	163	161	159
Office of the Premier	48	47	45
Ontario Development Corporation	153	157	154
Ontario Place Corporation	59	57	55
Resources Policy Secretariat	11	15	15
Revenue	3,700	3,868	3,916
Social Policy Secretariat	36	44	43
Solicitor General	5,854	5,909	5,885
Tourism & Recreation	--	497*	485*
Transportation & Communications	10,039	9,773	9,278
Treasury and Economics	389	388	380
TOTAL	68,854	69,112	67,629

NOTE 1: Provincial Auditor, Office of the Ombudsman, and Legislative Assembly are not reported as they do not employ civil servants.

NOTE 2: The OPP Uniformed Staff are included in the figures for the Solicitor General and consist of the following: 4,144 as at March 31, 1982; 4,220 as at March 31, 1983; and 4,209 as at March 31, 1984.

* Programs from the Ministries of Culture and Recreation, Industry and Tourism, and Natural Resources were merged to establish the new Ministry of Tourism and Recreation on April 1, 1982.

DISTRIBUTION OF TOTAL SERVICE

A. By Age Intervals

	Mar. 31, 1982	Mar. 31, 1983	Mar. 31, 1984
Under 25	4,420	3,843	3,230
25 - 34	20,448	19,954	19,053
35 - 44	17,749	19,134	19,975
45 - 54	14,180	14,217	14,323
55 - 64	11,917	11,844	10,946
65 and Over	140	120	102
TOTAL	68,854	69,112	67,629

B. By Staff Type

	Mar. 31, 1982	Mar. 31, 1983	Mar. 31, 1984
Regular	64,009	65,012	64,474
Probationary	4,783	4,052	3,118
Overage	62	48	37
TOTAL	68,854	69,112	67,629

DISTRIBUTION OF TOTAL SERVICE

C. By Sex

	Mar. 31, 1982	Mar. 31, 1983	Mar. 31, 1984
Males	40,291	40,212	39,074
Females	28,563	28,900	28,555
TOTAL	68,854	69,112	67,629

D. By Salary Intervals

	Mar. 31, 1982	Mar. 31, 1983	Mar. 31, 1984
Under $15,000	8,602	1,668	808
15,000 - 19,999	26,875	26,389	17,858
20,000 - 24,999	15,102	15,480	19,533
25,000 - 29,999	8,678	12,772	11,894
30,000 - 34,999	4,288	5,280	8,524
35,000 - 39,999	2,333	3,147	3,905
40,000 - 44,999	1,577	1,992	2,263
45,000 and Over	1,399	2,384	2,844
TOTAL	68,854	69,112	67,629

DISTRIBUTION OF TOTAL SERVICE

E. By Year of Appointment

	Mar. 31, 1982	Mar. 31, 1983	Mar. 31, 1984
1984			674*
1983		399*	2,649
1982	851*	4,287	3,892
1981	4,606	4,249	3,963
1980	4,651	4,330	4,081
1979	4,004	3,785	3,615
1978	4,075	3,855	3,667
1977	3,210	3,053	2,930
1976	2,750	2,616	2,496
1975 and Before	44,707	42,537	39,662
TOTAL	68,854	69,112	67,629

* Represents the first quarter of the calendar year

DISTRIBUTION OF TOTAL STAFF GROUPS

AS OF MARCH 31, 1984

A. By Age and Salary Groups

SALARY	UNDER 25	25-34	35-44	45-54	55-64	65 AND OVER	TOTAL
Under $15,000	40	48	73	152	490	5	808
15,000 - 19,999	1,947	5,581	4,210	3,062	3,031	27	17,858
20,000 - 24,999	961	6,612	5,125	3,752	3,056	27	19,533
25,000 - 29,999	249	3,532	3,789	2,607	1,702	15	11,894
30,000 - 34,999	33	2,285	3,297	1,931	969	9	8,524
35,000 - 39,999	-	688	1,537	1,121	556	3	3,905
40,000 - 44,999	-	211	985	630	430	7	2,263
45,000 and Over	-	96	959	1,068	712	9	2,844
Total	3,230	19,053	19,975	14,323	10,946	102	67,629
Percentage	4.78%	28.17%	29.54%	21.18%	16.18%	0.15%	100.00%

DISTRIBUTION OF TOTAL STAFF GROUPS

AS OF MARCH 31, 1984

B. By Sex and Salary Groups

	UNDER 15,000 $	15,000-19,999 $	20,000-24,999 $	25,000-29,999 $	30,000-34,999 $	35,000-39,999 $	40,000-44,999 $	45,000 AND OVER $	TOTAL $
Males	274	4,145	11,153	8,701	7,121	3,186	1,971	2,523	39,074
Females	534	13,713	8,380	3,193	1,403	719	292	321	28,555
Total Numbers	808	17,858	19,533	11,894	8,524	3,905	2,263	2,844	67,629
Percentage	1.19%	26.41%	28.88%	17.59%	12.60%	5.77%	3.35%	4.21%	100.00%

CIVIL SERVICE ENROLMENT BY GEOGRAPHIC LOCATION

	Mar. 31, 1982	Mar. 31, 1983	Mar. 31, 1984
EASTERN ONTARIO PLANNING REGION			
FRONTENAC	2,122	2,398	2,430
HASTINGS	748	717	705
LANARK	1,503	1,468	1,472
LEEDS & GRENVILLE	1,442	1,493	1,335
LENNOX & ADDINGTON	207	202	203
OTTAWA-CARLETON (R.M.)	1,202	1,216	1,170
PRESCOTT & RUSSELL	224	209	221
PRINCE EDWARD	485	491	482
RENFREW	442	395	395
STORMONT, DUNDAS & GLENGARRY	471	436	456
Subtotal	8,846	9,025	8,869
CENTRAL ONTARIO PLANNING REGION			
BRANT	483	470	471
DUFFERIN	51	100	43
DURHAM (R.M.)	1,403	2,844	2,922
HALDIMAND-NORFOLK (R.M.)	361	296	303
HALIBURTON	87	81	77
HALTON (R.M.)	1,045	1,041	939
HAMILTON-WENTWORTH (R.M.)	1,992	1,973	1,890
MUSKOKA (R.M.)	843	839	815
NIAGARA (R.M.)	669	525	557
NORTHUMBERLAND	679	662	666
PEEL (R.M.)	1,036	1,051	1,117
PETERBOROUGH	549	498	527
SIMCOE	2,959	2,871	2,922
VICTORIA	283	256	258
WATERLOO (R.M.)	522	509	518
WELLINGTON	1,225	1,339	1,292
YORK (R.M.)	639	654	480
Subtotal	14,826	16,009	15,797
METROPOLITAN TORONTO	27,310	26,474	25,998
TOTAL CENTRAL ONTARIO PLANNING REGION	42,136	42,483	41,795

CIVIL SERVICE ENROLMENT BY GEOGRAPHIC LOCATION

(continued)

	Mar. 31, 1982	Mar. 31, 1983	Mar. 31, 1984
SOUTHWESTERN ONTARIO PLANNING REGION			
BRUCE	159	203	151
ELGIN	1,131	1,107	1,030
ESSEX	663	589	620
GREY	438	418	423
HURON	416	396	245
KENT	1,275	1,304	1,334
LAMBTON	329	308	291
MIDDLESEX	3,105	3,139	2,954
OXFORD	899	870	943
PERTH	242	229	229
Subtotal	8,657	8,563	8,220
NORTHEASTERN ONTARIO PLANNING REGION			
ALGOMA	1,015	983	950
COCHRANE	1,026	991	964
MANITOULIN	94	82	70
NIPISSING	1,519	1,519	1,517
PARRY SOUND	286	262	246
SUDBURY (R.M.)	1,139	1,148	1,118
SUDBURY	236	225	206
TIMISKAMING	444	444	416
Subtotal	5,759	5,654	5,487
NORTHWESTERN ONTARIO PLANNING REGION			
KENORA	936	890	835
RAINY RIVER	227	212	200
THUNDER BAY	2,277	2,264	2,209
Subtotal	3,440	3,366	3,244
OUTSIDE CANADA	16	21	14
TOTAL ENROLMENT	68,854	69,112	67,629

APPOINTMENTS WITHIN THE CLASSIFIED STAFF

BY MONTH

MONTH	1981-82	1982-83	1983-84
April	926	798	768
May	1,208	1,295	781
June	953	1,020	811
July	949	1,287	1,186
August	1,044	693	774
September	850	1,045	1,134
October	1,128	1,385	923
November	817	1,003	998
December	555	1,130	844
January	1,612	780	945
February	1,172	822	1,135
March	869	701	1,174
TOTAL	12,083	11,959	11,473

APPOINTMENTS TO THE CLASSIFIED STAFF

BY MONTH

MONTH	1981-82	1982-83	1983-84
April	386	336	241
May	624	474	248
June	411	467	230
July	482	560	238
August	374	291	236
September	404	499	318
October	534	529	235
November	360	239	287
December	219	182	193
January	397	139	230
February	328	145	302
March	385	192	326
TOTAL	4,904	4,053	3,084

APPOINTMENTS TO AND WITHIN THE CLASSIFIED STAFF

MONTH	WITHIN THE CLASSIFIED STAFF	TO THE CLASSIFIED STAFF	TOTAL
1983			
April	768	241	1,009
May	781	248	1,029
June	811	230	1,041
July	1,186	238	1,424
August	774	236	1,010
September	1,134	318	1,452
October	923	235	1,158
November	998	287	1,285
December	844	193	1,037
1984			
January	945	230	1,175
February	1,135	302	1,437
March	1,174	326	1,500
TOTAL	11,473	3,084	14,557

APPOINTMENTS TO THE CLASSIFIED STAFF

A. By Age Intervals

	AT APPOINTMENT		
	1981-82	1982-83	1983-84
Under 25	1,551	1,169	956
25 - 34	2,020	1,765	1,262
35 - 44	794	743	601
45 - 54	429	288	207
55 - 64	110	88	58
TOTAL	4,904	4,053	3,084

B. By Salary Intervals

	AT APPOINTMENT		
	1981-82	1982-83	1983-84
Under $15,000	1,788	553	156
15,000 - 19,999	2,099	1,903	1,347
20,000 - 24,999	540	947	1,073
25,000 - 29,999	272	286	258
30,000 - 34,999	107	220	111
35,000 - 39,999	41	63	63
40,000 - 44,999	28	40	37
45,000 and Over	29	41	39
TOTAL	4,904	4,053	3,084

APPOINTMENTS TO THE CLASSIFIED STAFF

C. By Source and Sex

	1981-82			1982-83			1983-84		
	MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL
New Employees	1,300	1,634	2,934	935	1,161	2,096	354	447	801
Re-hires	419	771	1,190	371	533	904	204	354	558
Unclassified	271	509	780	403	650	1,053	670	1,055	1,725
TOTAL	1,990	2,914	4,904	1,709	2,344	4,053	1,228	1,856	3,084

SEPARATIONS FROM THE CLASSIFIED STAFF

A. By Age Intervals

	AT SEPARATION		
	1981-82	1982-83	1983-84
Under 25	770	339	270
25 - 34	1,994	1,111	1,120
35 - 44	777	522	570
45 - 54	392	323	297
55 - 64	831	861	1,631
65 and Over	801	706	720
TOTAL	5,565	3,862	4,608

B. By Salary Intervals

	AT SEPARATION		
	1981-82	1982-83	1983-84
Under $15,000	1,220	312	187
15,000 - 19,999	2,391	1,674	1,353
20,000 - 24,999	998	860	1,387
25,000 - 29,999	399	463	696
30,000 - 34,999	246	209	367
35,000 - 39,999	127	135	222
40,000 - 44,999	96	75	153
45,000 and Over	88	134	243
TOTAL	5,565	3,862	4,608

SEPARATIONS FROM THE CLASSIFIED STAFF

C. By Years of Classified Service

	AT SEPARATION		
	1981-82	1982-83	1983-84
Less than 1 Year	714	429	265
Less than 2 Years	661	340	330
Less than 3 Years	448	278	279
Less than 4 Years	352	191	243
Less than 5 Years	313	164	159
5 Years and Over	3,077	2,460	3,332
TOTAL	5,565	3,862	4,608

NOTE: Service prior to the Appointment to Probationary Staff Date which was recognized at the time of a takeover (e.g. Ontario Hospital Services Commission) is not included in this table.

SEPARATIONS FROM THE CLASSIFIED STAFF

D. By Reason and Sex

	1981-82			1982-83			1983-84		
	MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL
Retired	942	456	1,398	895	454	1,349	1,505	639	2,144
Dismissed	36	19	55	32	5	37	34	6	40
Released	42	33	75	53	97	150	63	96	159
Resigned	1,347	2,367	3,714	656	1,397	2,053	615	1,403	2,018
Transferred	43	21	64	10	17	27	6	6	12
Death	188	71	259	182	64	246	177	58	235
TOTAL	2,598	2,967	5,565	1,828	2,034	3,862	2,400	2,208	4,608

POOR

QUALITY

ORIGINAL